Manitoba

Annual Report 1989 - 90

Northern Affairs

Minister of Northern Affairs
Minister responsible for Native Affairs
Minister responsible for Seniors

333 Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

TThe Honourable George Johnson
Lieutenant-Governor of Manitoba
Room 235, Legislative Building
Winnipeg, Manitoba

May It Please Your Honour:

I have the honour of respectfully submitting to you the Annual Report of the Department of Northern Affairs of the Province of Manitoba for 1989/90.

James E. Downey

91-06924/

Manitoba

Deputy Minister of Northern Affairs

Room 327
Legislative Building
Winnipeg, Manitoba, CANADA
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(204) 945-4172

The Honourable James Downey
Minister of Northern and Native Affairs
333 Legislative Building
Winnipeg, Manitoba
R3C OV8

Sir:

I am pleased to present to you the Annual Report for the Department of Northern Affairs for the fiscal year 1989/90.

The department participated in a number of important initiatives during the year.

Northern Affairs staff played a significant leadership role during the severe forest fires in 1989 that destroyed two million acres and caused some 20,000 people to be evacuated from their homes. Their tireless efforts and support of the communities helped to save life and property.

To help strengthen the northern economy, the province is negotiating a tri-partite agreement between Manitoba, Manitoba Hydro and the Federal Government to construct a hydro line in the northeast portion of the province.

To further stimulate economic development, the department will assist entrepreneurs to access the Canadian Aboriginal Economic Development Strategy. The negotiation of future federal/provinicial northern agreements continued with emphasis on increasing employment, developing viable sustainable business, supporting development of human resources, community institutions and infrastructure.

Measures have been introduced to assist wild rice growers to improve yields, expand production and secure employment in this important northern industry.

In consultation with the communities, an Incorporation Review Committee was established to assist those communities who are considering the necessary steps to enable them to become incorporated. The process will offer the communities greater opportunities for increased autonomy and economic diversity.

As a result of the signing of an historic agreement with The Pas Indian Band, residents on that reserve have formed their own Indian Gaming Commission.

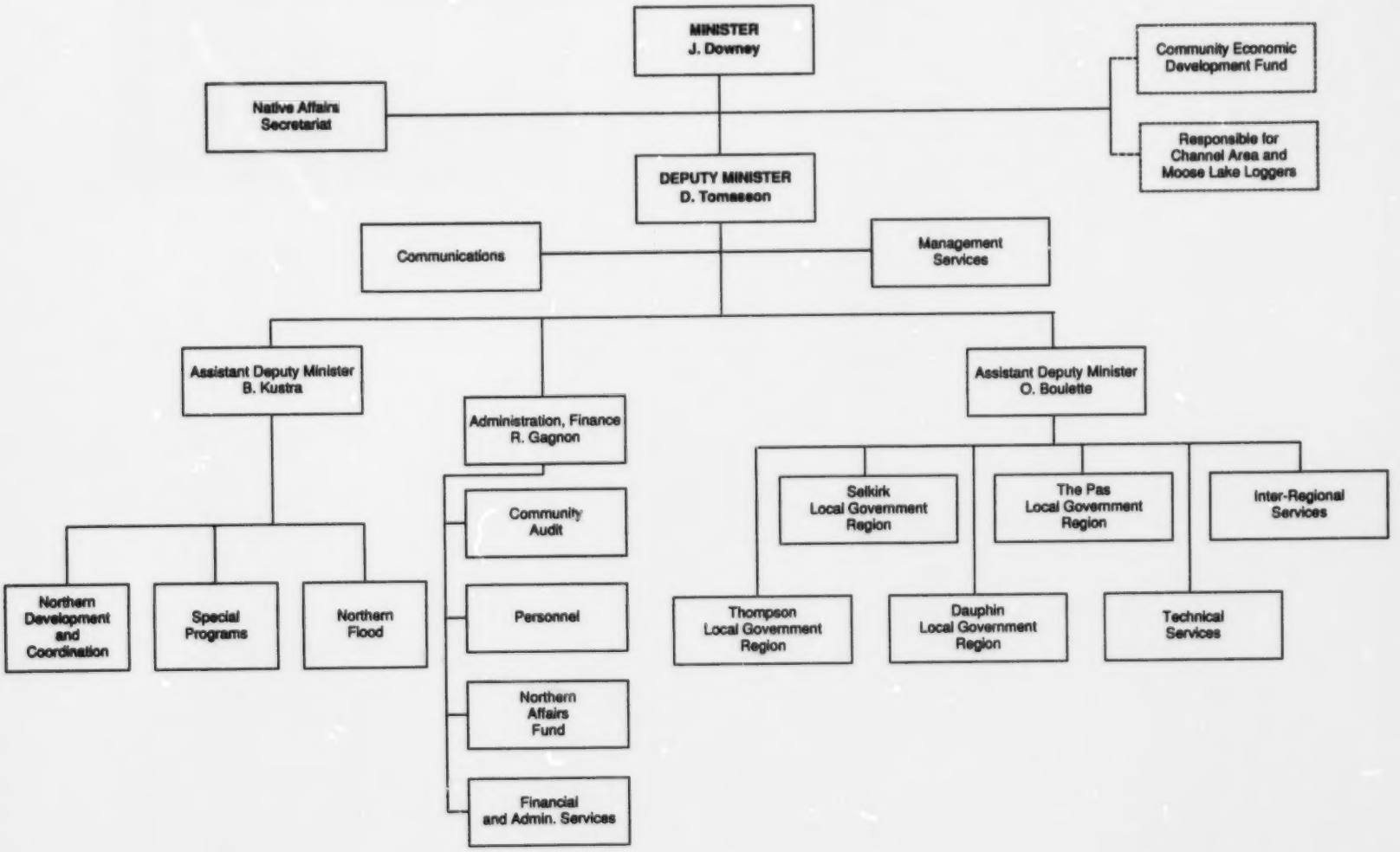
To provide a closer link between northern Manitobans and the government, a Northern Cabinet Office has been established in Thompson.

This Annual Report fulfills the reporting requirements specified in The Northern Affairs Act.

Respectfully presented,

David Tomasson,
Deputy Minister

Organization Chart — Department of Northern Affairs



as at March 31, 1990

Table of Contents

TITLE	PAGE
Minister's Letter	3
Deputy Minister's Letter	5
Organizational Chart	6
56 Northern Affairs Communities	8
Northern Affairs Area Map	9
Preface	10
Role and Mission Statement	11
Legislation Administered	12
Administration and Finance	13
Financial and Administration Services	13
Personnel Management	14
Northern Affairs Fund	15
Communications Branch	16
Communities Economic Development Fund	17
Local Government Development Division	18
Programs & Operational Support	18
Local Government Services Branch	20
Administrative Status of Northern Affairs Communities	21
Community Emergency Response Program	24
Technical Services	24
— Preventative Maintenance Program	25
Audit Services	25
Agreements Management and Coordination Division	26
Northern Development Agreement	26
Agreements Management & Coordination	27
Northern Flood Agreement	27
Canada-Manitoba Special ARDA Agreement	27
Development Services	29
— Inter-Regional Services	29
— Corporate Projects	30
— Management Services	30
Northern Development Agreement-Canada/Manitoba	31
Native Affairs Secretariat	32
Expenditures Related to Capital	33
Expenditure Summary	34
Expenditure Summary by Appropriation	40
Revenue Summary	41
Five Year Expenditure and Staffing Summary	42
Northern Affairs Fund — Financial Statements	
Exhibit A: The Northern Affairs Fund — Specific Purpose Funds Account	43
Exhibit B: The Northern Affairs Fund — Taxation Account	44

List of 56 Northern Remote Communities Falling Under the Jurisdiction of The Northern Affairs Act

(by region)

Thompson Region
Brochet
Cross Lake
Gods Lake Narrows
Granville Lake
Ilford
Nelson House
Norway House
Oxford House
Pikwitonei
South Indian Lake
Thicket Portage
Wabowden
Warren Landing

Dauphin Region
Baden
Barrows
Camperville
Crane River
Duck Bay
Mallard
Meadow Portage
National Mills
Powell
Red Deer Lake
Rock Ridge
Salt Point
Spence Lake
Waterhen
Westgate

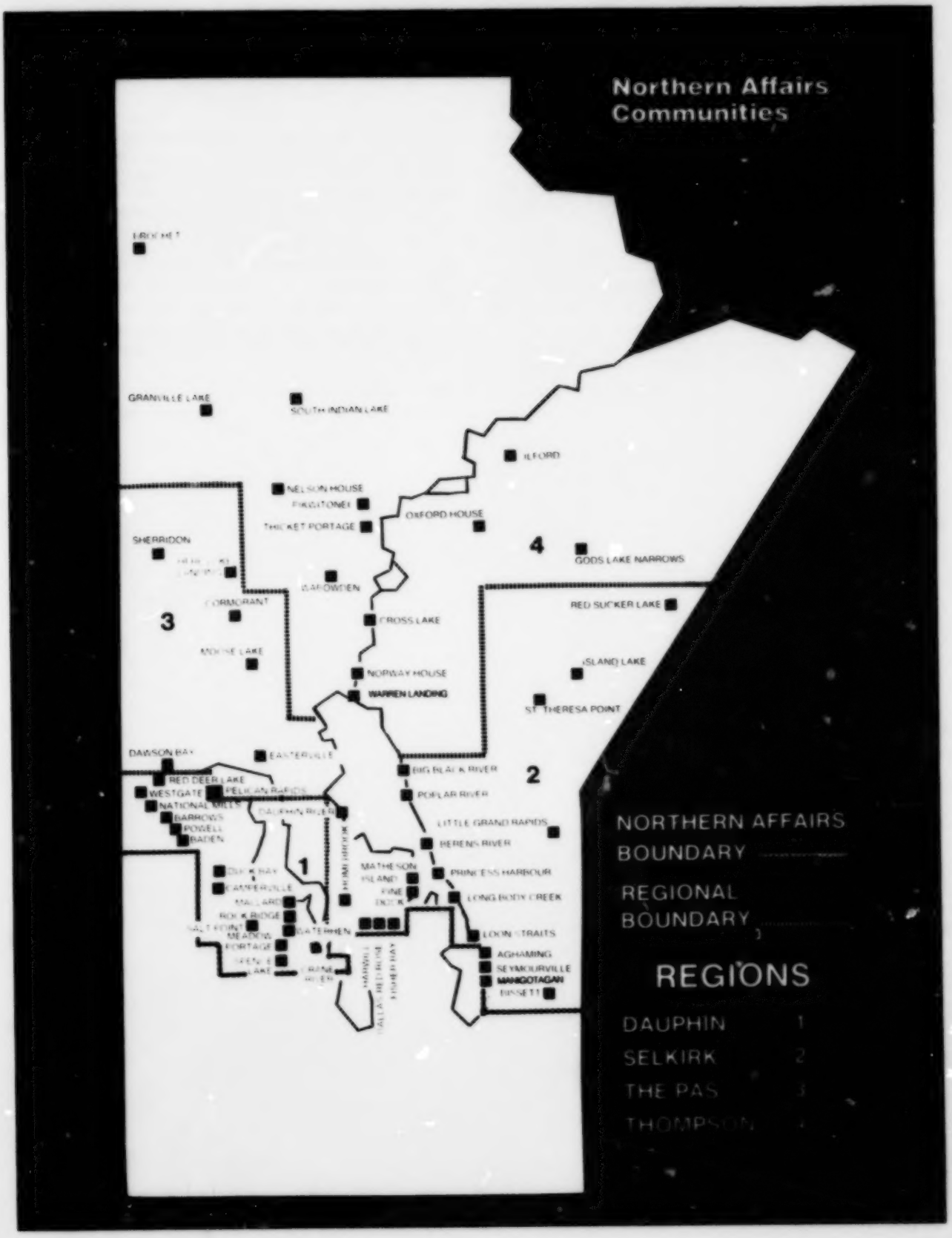
Selkirk Region
Aghaming
Berens River
Big Black River
Bissett
Dallas/Red Rose
Dauphin River
Fisher Bay
Harwill
Homebrook
Island Lake
Little Grand Rapids
Long Body Creek
Loon Straits
Manigotagan
Matheson Island
Pine Dock
Poplar River
Princess Harbour
Red Sucker Lake
St. Theresa Point
Seymourville

The Pas Region
Cormorant
Dawson Bay
Easterville
Herb Lake Landing
Moose Lake
Pelican Rapids
Sherridon

List of 56 Northern Remote Communities Falling Under the Jurisdiction of The Northern Affairs Act

(in alphabetical order)

Aghaming
Baden
Barrows
Berens River
Big Black River
Bissett
Brochet
Camperville
Cormorant
Crane River
Cross Lake
Dallas/Red Rose
Dauphin River
Dawson Bay
Duck Bay
Easterville
Fisher Bay
Gods Lake Narrows
Granville Lake
Harwill
Herb Lake Landing
Homebrook
Ilford
Island Lake
Little Grand Rapids
Long Body Creek
Loon Straits
Mallard
Manigotagan
Matheson Island
Meadow Portage
Moose Lake
National Mills
Nelson House
Norway House
Oxford House
Pelican Rapids
Pikwitonei
Pine Dock
Poplar River
Powell
Princess Harbour
Red Deer Lake
Red Sucker Lake
Rock Ridge
St. Theresa Point
Salt Point
Seymourville
Sherridon
South Indian Lake
Spence Lake
Thicket Portage
Wabowden
Warren Landing
Waterhen
Westgate


Northern Affairs Communities
GRANVILLE LAKE
SOUTH INDIAN LAKE
ILFORD
NELSON HOUSE
PAKWATONEE
THICKET PORTAGE
OXFORD HOUSE
SHERRIDON
GODS LAKE NARROWS
BAROWDIEN
CORMORANT
CROSS LAKE
RED SUCKER LAKE
MOOSE LAKE
(SLAND) LAKE
NORWAY HOUSE
WARREN LANDING
ST. THERESA POINT
DAWSON BAY
EASTERVILLE
RED DEER LAKE
BIG BLACK RIVER
WESTGATE
PELICAN RAPIDS
POPLAR RIVER
NATIONAL MILLS
BARROWS
POWELL
BADEN
LITTLE GRAND RAPIDS
PERENS RIVER
MATHESON ISLAND
PRINCESS HARBOUR
FINE DUCK
LONG BODY CREEK
ROCK RIDGE
MALLARD
MEADOW PORTAGE
LOON STRAITS
AGHAMING
SEYMOURVILLE
MANIGOTAGAN
BISSETT
1
2
3
4
NORTHERN AFFAIRS BOUNDARY
REGIONAL BOUNDARY
REGIONS
DAUPHIN 1
SELKIRK 2
THE PAS 3
THOMPSON 4

Preface

The information in this Northern Affairs Annual Report provides an overview of the activities carried out by the department. Included in the report is information on the department's objectives, role and mission, and the cost associated with services provided to 56 northern communities.

Information is presented so that the main appropriations are easily cross referenced to the printed main estimates and supplement. The department's structure and reporting relationships are outlined in the organizational chart on page 6.

Objectives of each of the major sections have been clearly identified. In addition, these sections contain a synopsis of the main activities and achievements of the past year. Information on expenditures cover both operating and capital funds as well as costs associated with federal-provincial agreements. Expenditure and revenue variance explanations previously contained in the Public Accounts are provided throughout the Annual Report.

Additional information may be obtained from the department's estimate supplement document and the Northern Affairs community profiles publication.

Role and Mission Statement

The mandate of the department is to coordinate the activities of government and encourage the development of social and economic opportunities in the north. This mandate applies over the Northern Affairs area as defined in The Northern Affairs Act and empowers the department to participate in activities involving:

- The improvement of local services;
- The administration of programs designed to minimize the role of government in local decision making;
- The negotiation and administration of agreements with the government of Canada in specified areas; and
- Ensuring that other government departments and agencies develop and administer policies and programs which address the special needs of northerners.

Departmental priorities were established with a view towards improving the capability of northern residents to access area resources and thereby improve the overall quality of life in the north. These priorities include:

- Increasing local autonomy through entering block funding arrangements with communities and the introduction of incorporation; and
- Managing, implementing and renewing Federal-Provincial agreements and pursuing new joint initiatives where appropriate.

Legislation Administered

The Department of Northern Affairs is responsible for the following legislation:

- The Northern Affairs Act
- The Manitoba Natural Resource Development Act (insofar as it relates to Channel Area Loggers Ltd. and Moose Lake Loggers Ltd.)
- The Planning Act, Part 9

Administration and Finance

The division has the overall responsibility to ensure compliance with government policy on financial management and administration. The division is comprised of the Minister's salary and Executive Support, Finance and Administration, the Northern Affairs Fund, Communications and the Communities Economic Development Fund.

The objective of Administration and Finance is to provide accounting, payroll and financial reporting services for the department. This is achieved by preparing the financial portion of the department's budgetary estimates and by providing administrative support services.

Minister's Salary and Executive Support

This branch provides support to the Minister and senior departmental management to ensure that government policies are appropriately formulated, interpreted, communicated, implemented and monitored.

A major objective of the branch involved improving local municipal services and the standard of living in northern communities. This is accomplished by coordinating the activities of government to encourage the social and economic opportunities for northern residents.

Financial and Administrative Services

Rene Gagnon — Director

Financial and Administrative Services fulfilled its mandate by ensuring that departmental transactions were processed in conjunction with The Financial Administration Act, Treasury Board Directives, Central Government and Departmental Policies. These activities were coordinated on a cost effective basis. This section has ensured that all programs have maintained expenditures within the approved authorization, unless prior approval was granted to overexpend budgetary allocations.

The departmental financial management system serves a dual function. It must be designed to provide financial information to aggregate into the central government budget and accounting processes. Secondly, it must also serve the financial informational needs of departmental management. The departmental financial section fills the need for compatibility in the framework of the government-wide financial system while also recognizing the nature, scope, size and complexity of the department.

The department received authority to expend funds in excess of initial approved estimates in three programs:

- Communities Economic Development Fund;
- Northern Flood Agreement; and
- Special ARDA.

The details of expenditures in excess of the printed budget are explained under corresponding programs.

Table 1
Expenditures by Sub-Appropriation

19-1(a) Minister's Salary 19-1(b) Executive Support	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
Minister's Salary	20,500	1.00	20,600	(100)	
EXECUTIVE SUPPORT SALARIES					
— Main Estimate		11.00	396,500		
— Main Estimate Authority from General Salary Increase XXV			8,800		
TOTAL SALARIES	410,600		405,300	5,300	
TOTAL OTHER EXPENDITURES	133,200		103,200	30,000	
TOTAL EXPENDITURES	**564,300**	**12.00**	**529,100**	**35,200**	

The department received an additional $648,000 by supplementary funding to meet the additional costs of Communities Economic Development Fund.

Northern Flood and Special ARDA requirements above budget were accommodated by internal transfers.

Pages 34 to 40 give a detailed breakdown of the departmental expenditures by program for the year ending March 31, 1990.

During the fiscal year, departmental policies and guidelines were improved to support the operations and activities of the remote communities. The department ensures that these policies are consistent with provincial policies.

Personnel Management

Personnel Management is responsible for the ongoing development, implementation and maintenance of an effective human resources program as well as personnel policy administration.

Centralized services provided to the department include payroll, recruitment and staffing, position analysis, classification and evaluation, salary and benefits administration, labour relations and staffing budget control.

Human resource development initiatives include affirmative action, evaluation, career planning, training and development. To carry out its responsibilities during 1989/90 Personnel Management provided the following services:

- Exercised delegated authority in the recruitment and selection of staff;
- Maintained target group representation within the department on the same level as previous year;
- Coordinated and guided departmental personnel evaluation, appraisal, counselling and self-development programs;
- Developed/revised personnel/payroll policies and procedures to enhance the operation of the branch; and
- Ensured all competitions and promotion opportunities had built in measures to accelerate representation of target groups in the department.

Table 2

Expenditures by Sub-Appropriation

19-1(c) Financial and Administrative Services	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
SALARIES					
— Main Estimate		12.26	425,200		
— Main Estimate Authority from General Salary Increase XXV			11,500		
TOTAL SALARIES	434,600		436,700	(2,100)	
TOTAL OTHER EXPENDITURES	56,400		51,500	4,900	
TOTAL EXPENDITURES	**491,000**	**12.26**	**488,200**	**2,800**	

Northern Affairs Fund

The Minister of Northern Affairs has the authority under Section II of The Northern Affairs Act to open and maintain bank accounts for the operation of Northern Affairs funds.

The Northern Affairs Fund has two primary objectives:

- To administer the property tax system within the Northern Affairs jurisdiction; and
- To administer trust funds for Northern Affairs communities according to The Northern Affairs Act.

According to the first objective, the department has adopted a property tax budget of $1.8 million in northern properties. Since the establishment of a computerized system, the department has been able to provide individuals with tax arrears statements on a quarterly basis. For the first time, the tax arrears on record at year end has decreased from the previous year.

The administration of the tax collection system was conducted in conjunction with the rules and regulations provided in The Assessment Act and The Municipal Affairs Act.

The Northern Affairs Fund processed $11.7 million of transactions for the year ending March 31, 1990. The main purpose of these transactions is providing funding to 56 northern communities to provide municipal services and capital construction.

The transactions include the distribution of $1.8 million of Manitoba Tax Sharing Grant funds to northern communities and Indian Bands in Manitoba. The funding processed for this purpose is made available in the Department of Northern Affairs budget estimates being part of the Consolidated Fund of the Province of Manitoba.

The Fund collects and administers monies for fifteen cottage subdivisions in northern Manitoba. These funds provide basic services such as road maintenance, snow clearing and the maintenance of nuisance grounds. For the year ending March 31, 1990, $186,400.00 was collected for this purpose.

The Fund also distributed $1.6 million in funds to approved community and band projects under the Manitoba Community Places Program (MCPP). The $1.6 million includes $1.2 million for this year's projects and $400,000 for projects approved in the previous year.

The financial statement of the Northern Affairs Fund for the year ending March 31, 1990, is provided in Exhibit A and B in the Financial Information Section of this report.

Table 3
Expenditures by Sub-Appropriation

19-1(d) Northern Affairs Fund	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
SALARIES					
— Main Estimate		2.00	61,300		
— Main Estimate Authority from General Salary Increase XXV			1,400		
TOTAL SALARIES	62,600		62,700	(100)	
TOTAL OTHER EXPENDITURES	7,900		8,000	(100)	
TOTAL EXPENDITURES	**70,500**	**2.00**	**70,700**	**(200)**	

Communications

The Communications branch develops strategies and provides public information to support service delivery and increase understanding of departmental policies, programs and services.

Branch staff act as consultants to senior management and provide community relations and media liaison services to the department and related agencies.

In 1989/90, the branch also prepared a communications strategy, workplan and public informational materials for Manitoba Seniors Directorate, relating to the elder abuse program and the introduction of the Seniors Information Line.

The Communications branch coordinates the production of all public information materials.

During 1989/90, Communications was involved in the following activities:

- Developing the department's annual communications strategy;
- Editing the 1988/89 Annual Report;
- Preparing speeches for the Minister and senior management;
- Providing media relations during emergencies and for special events and northern tours by the Minister and senior management;
- Implementing a departmental information promotion "The North is Unique and has Much to Offer" which included a brochure and a portable display unit; and
- Coordinating all other communications activities on behalf of the department such as news conferences, northern tours, brochures, special reports, briefing material, community relations projects and audio visual presentations.

Table 4

Expenditures by Sub-Appropriation

19-1(e) Communications	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
SALARIES					
— Main Estimate		2.26	93,300		
— Main Estimate Authority from General Salary Increase XXV			1,900		
TOTAL SALARIES	94,000		95,200	(1,200)	
TOTAL OTHER EXPENDITURES	32,000		37,000	(5,000)	
TOTAL EXPENDITURES	**126,000**	**2.26**	**132,200**	**(6,200)**	

Communities Economic Development Fund (CEDF)

Loretta Clarke – General Manager

The Communities Economic Development Fund (CEDF) is a provincial crown corporation currently providing financial assistance to start or expand small to medium sized businesses in Manitoba communities outside the city of Winnipeg, which meet the criteria established by the Fund. CEDF also assists community development corporations.

Local ownership and control of the business applying for assistance is considered of prime importance. The Fund assesses the effect of its assistance on the community and on working conditions and wage levels within the business being financed. As well, CEDF ensures that opportunities for training and upgrading of skills of the workers involved is available.

The Fund's emphasis is on the economic development of northern Manitoba. At the same time, however, the Fund remains open to provide assistance to small and medium size businesses that meet requirements in southern Manitoba, outside of Winnipeg, specifically where significant Native employment will be created.

Assistance provided for loan applicants is a vital component of the Fund's activities and this service is made available to each applicant or business. CEDF's staff of consultants play an important role in assisting and advising borrowers. Their support includes helping borrowers develop strategies designed to strengthen their operations and improve their marketing programs.

Details of the Communities Economic Development Fund's financial statement and current activities are available in CEDF's annual report.

Table 5

Expenditures by Sub-Appropriation

19-1(f) Communities Economic Development Fund	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
TOTAL OTHER EXPENDITURES	1,183,600	—	500,000	683,600	
TOTAL EXPENDITURES	**1,183,600**	**—**	**500,000**	**683,600**	**(1)**

1. When departmental estimates were prepared, 500.0 was allocated to C.E.D.F. to cover the Crown Corporation's operating losses only. However, during the fiscal year, policy change required this appropriation to cover the bad debt allowance, thus creating an over-expenditure by 683.6.

Local Government Development Division

Oliver Boulette
Assistant Deputy Minister

The division services the municipal requirements of 56 northern and remote communities falling under the jurisdiction of The Northern Affairs Act. The services are categorized as local government support and public works.

The objectives of the division in 1989/90 were:

- To coordinate the delivery of government services and programs in the Northern Affairs area;
- To assist in providing, maintaining and improving local services; and
- To provide community officials with training and encourage knowledge and skills necessary to enable communities to achieve self-administration and eventual incorporation.

To accomplish these objectives, the division, headquartered in Thompson, is comprised of:

- Programs and Operational Support;
- Local Government Services having regional offices in Thompson, The Pas, Dauphin and Selkirk;
- Technical Services; and
- Audit Services.

The division also delivers the following programs:

- Community Emergency Response Program;
- Preventative Maintenance Program;
- Recreation Program; and
- Capital Works Program.

The mandate and activities of these programs are provided under separate headings in this report.

The programs and services of this division are fully integrated and complementary. The total available resources of the division are delivered through the four regional offices of Local Government Services.

Programs and Operational Support

Programs and Operational Support is responsible for giving management direction and leadership in operating the Local Government Development Division. The branch provides training and support to enable the communities to administer local government programs, services, and funds.

By providing continued support and services, the objective is to expand local decision making and service delivery capabilities, leading the communities to eventually be in a position to incorporate as municipalities.

Council Training

Council training is provided on an ongoing basis in the following areas:

- Roles and responsibilities of councils;
- Capital projects justification, documentation and problem solving;
- Financial management;
- Budget guidelines and clerk manual; and
- Election procedures.

The Mayors and Councillors Institute was held and hosted by the Northern Association of Community Councils in the 1989/90 fiscal year. Topics included:

- Making Presentations;
- Policy Manual;
- Role of Council in Projects;
- Planning Process;
- Budget and Responsibilities of Northern Affairs;
- Role of Community Services; and
- Economic Development and the Role of Northern Affairs.

During 1989/90, budget review meetings took place in each of the four regions with elected community representatives presenting budgets to the Budget Review Committee. The capital program was prioritized by the community councils present. The preparation and presentation of these budgets represents an achievement toward the increased autonomy of northern and remote communities.

Clerk Training

Normally, community clerks receive training on a one-to-one basis as required. Advice and direction are provided by telephone and correspondence on an ongoing basis.

New clerks are provided with a three-day orientation session followed by frequent visits during the first few months. These sessions cover the one-write and card system, bookkeeping, year end procedures, bank reconciliation, cash flow, keeping a good set of minutes, and advising councils on government programs and policies. In the 1989/90 fiscal year this entailed 315 days of training.

Regional workshops provide training in areas of common interest to participants. Topics of discussion were:

- Policies;
- Reimbursements;
- Communication process;
- Financial procedures;
- Maintenance management system;

- Tendering process;
- Hiring and supervision;
- Taxation;
- Land application process;
- Municipal employees benefits program; and
- Time management course.

An Advanced Administrators Workshop was held for the first time this fiscal year and is expected to be held every second year. The workshop covered policies, audits and by-laws in depth.

As a support for the Clerks and Administrators, the department continues to update the Community Clerk Reference Manual, which provides guidance in procedural, bookkeeping and administrative matters.

Constable Training

The intent of the program is to provide a preventative policing presence in the communities. Over and above the training provided by the Manitoba Police Commission, the Department provides supplementary training. This year ten community constables attended the Chemical Dependency Course – Module III, including such topics as:

- A review and update of addiction information;
- RCMP information "Alcohol and Drugs";
- Drugs and the elderly;
- Impaired driving;
- Active listening;
- Crisis Centre;
- Suicide prevention; and
- Women and incest assessment.

Public Works Employee Training

Public works employees are provided with training and assistance on request. Preventative Maintenance Officers provide assistance in solving problems and conduct training necessary to enable employees to perform their required duties.

A Provincial Seminar, held for community public works employees, covered:

- Workplace, Safety and Health;
- Workplace hazardous material;
- Information system;
- Confined entry equipment;
- Recreation ground maintenance;
- Sewage lagoon maintenance;
- Chlorination;
- Fire equipment and maintenance;
- Sewage truck maintenance; and
- Water repairs and maintenance.

For hands on experience, each region held mini workshops covering the following areas:

- Recreation ground maintenance;
- Building maintenance;
- Environment;
- Sewer truck/vacuum pump maintenance;
- Sewage lagoon maintenance;
- Water samples;
- Job descriptions;
- Confined entry safety;
- Operation and maintenance of speed water supply pumps;
- Hands on plumbing and pump repair;
- PBC welding; and
- Workplace Safety and Health Procedure.

Through Keewatin Community College a 120 hour certificate course was offered in water and waste to 11 community public works employees.

A Maintenance Management System introduced last year provides direction and guidance in the maintenance of physical facilities through the monitoring of 11 communities. This system was computerized to simplify future needs.

Coordinators Workshops

The coordinators are the key people in the community to maintain a regular flow of information between the community, the department and various other government departments and agencies.

A yearly workshop was held to update the coordinators in the following areas:

- Interpersonal skills development (2 days);
- Departmental role;
- Fact sheet preparation;
- Subdivision process;
- New tax roll;
- Revised policies;
- Workplace hazardous materials information system;
- Municipal employees benefits board; and
- Fire department resources role.

Community Emergency Response Training

Community Emergency Response Training provides community firefighters and volunteers training for the safety and survival of citizens and the protection of property in disasters and emergencies. The training is carried out in close cooperation with the Emergency Measures Organization and all levels of government to coordinate effective preparedness and response. The topics include:

- First Aid Programs;
- Wajax Pump operation and maintenance;
- Large volume pump operation and maintenance;
- Supplier Displays;
- Fire Truck Maintenance;
- Cross Lake Emergency Plan;
- Emergency Measures; and
- Explanation and Exercise Assignments.

Local Government Services Branch

Regional Offices – Thompson, The Pas, Dauphin, Selkirk

Local Government Services, the field component of Local Government Development Division, assists and trains elected and appointed representatives of 56 northern and remote communities to enable them to progressively attain an increased level of autonomy.

Major activities within each of the four regional offices, Thompson, The Pas, Dauphin and Selkirk are:

- To monitor community accounts and records and recommend improvements;
- To provide direction and assistance on local government administrative matters such as emergency planning, boundaries, by-laws, taxation and financial reporting;
- To monitor and provide advice to the department and community councils on items relating to the provision of local community services such as organization and activity of the fire department, water systems operation, and the maintenance of roads and buildings;

Table 6

Expenditures by Sub-Appropriation

19-2(a) Programs and Operational Support	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
TOTAL SALARIES	192,900	6.00	219,100	(26,200)	
OTHER EXPENDITURES	71,000		75,000	(4,000)	
PROGRAM OPERATION:					
— Community Operations	3,917,700		3,937,500	(19,800)	
— General Support Grants	37,900		75,000	(37,100)	
— Community Training	89,200		100,000	(10,800)	
— Regional Services	437,100		396,300	40,800	
— Grants	706,100		851,500	(145,400)	(1)
SUB-TOTAL	5,188,000		5,360,300	(172,300)	
TOTAL EXPENDITURES	**5,451,900**	**6.00**	**5,654,400**	**(202,500)**	

1. The dissolution of the Limestone Aboriginal Partnership Directorate Board in the third quarter of the fiscal year generated surplus funds as their fourth quarter funding to the Board was not required. The allotted funds for the fiscal year for this purpose was 582.6. Funds were distributed in quarterly installments of 145.6.

- To provide support and guidance to community employees;
- To provide supervisory and technical expertise in the delivery of local services, capital projects and the operation and maintenance of local infrastructure;
- To monitor the community election process and provide direction to elected officials in accordance with the Northern Affairs election regulations;
- To provide advice on legislative and departmental policy requirements as they relate to local government including health regulations and labour codes; and
- To provide direction and training to community people involved in the preventative maintenance of community infrastructure.

Training assistance is offered within communities on a one-to-one basis, as well as at community, regional and provincial workshops.

During 1989/90, Local Government Services Branch held the following workshops:

- mayors and councillors;
- clerks;
- public works;
- budget reviews;
- fire chiefs institute;
- coordinators; and
- constables.

Other training activities included:

- Introducing the maintenance management system in 10 communities;
- Coordinating the Water and Waste School; and
- Reviewing and updating the Clerk Manual and the Policy Procedure Manual.

The four regional offices, Thompson, The Pas, Dauphin and Selkirk, act as the delivery agents for the division's programs and support the development of local government in the north.

This is acomplished by preparing communities for eventual incorporation, thereby reducing the role of the province.

Administrative Status of Northern Affairs Communities

Northern communities under the jurisdiction of the Department of Northern Affairs are at various levels of administrative development and accordingly fall into one of the following three categories:

In Trust:

- refers to those communities which have not as yet developed the skills to administer accounts relating to local government services. Although these communities are responsible for making decisions pertaining to the operations and maintenance of local services, via resolutions, the department handles all accounts through the Northern Affairs Trust Fund.

Self-Administration:

- refers to those communities which have reached a level of development enabling them to handle their own financial and administrative matters. Funds for operations and maintenance are transferred to the communities on a quarterly basis. The communities expend these funds in accordance with their approved budget and within the guidelines and policies of the department.

Block Funding:

- refers to those communities which have reached an advanced level of development, met required criteria, and entered into a Block Funding Agreement with the department.
- funds for operations and maintenance are transferred to the communities in two equal payments. These funds are unconditional and may be transferred at council's discretion. At the end of the fiscal year, surplus funds need not be returned but may be used by council for a local service as defined in The Northern Affairs Act. This status represents the final preparatory step prior to incorporation.

The following table indicates the administrative status of the 56 Northern Affairs communities as of March 31, 1990.

In Trust (19)	Self-Administration (30)	Block Funding (7)
Aghaming	Barrows	Cross Lake
Baden	Berens River	Duck Bay
Big Black River	Bissett	Seymourville
Dawson Bay	Brochet	Sherridon
Granville Lake	Camperville	South Indian Lake
Herb Lake Landing	Cormorant	Wabowden
Little Grand Rapids	Crane River	Waterhen
Long Body Creek	Dallas/Red Rose	
Loon Straits	Dauphin River	
Oxford House	Easterville	
Poplar River	Fisher Bay	
Powell	Gods Lake Narrows	
Princess Harbour	Harwill	
Red Sucker Lake	Homebrook	
Rock Ridge	Ilford	
Spence Lake	Island Lake	
St. Theresa Point	Mallard	
Warren Landing	Manigotagan	
Westgate	Matheson Island	
	Meadow Portage	
	Moose Lake	
	National Mills	
	Nelson House	
	Norway House	
	Pelican Rapids	
	Pikwitonei	
	Pine Dock	
	Red Deer Lake	
	Salt Point	
	Thicket Portage	

Table 7
Expenditures by Sub-Appropriation

19-2(b) Thompson Region	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
TOTAL SALARIES	397,900	11.00	417,000	(19,100)	
TOTAL OTHER EXPENDITURES	116,400		115,600	800	
TOTAL EXPENDITURES	**514,300**	**11.00**	**532,600**	**(18,300)**	

Table 8
Expenditures by Sub-Appropriation

19-2(c) The Pas Region	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
TOTAL SALARIES	177,200	6.00	230,600	(53,400)	
TOTAL OTHER EXPENDITURES	80,900		56,000	24,900	
TOTAL EXPENDITURES	**258,100**	**6.00**	**286,600**	**(28,500)**	

Table 9
Expenditures by Sub-Appropriation

19-2(d) Dauphin Region	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
TOTAL SALARIES	338,100	8.00	337,300	800	
TOTAL OTHER EXPENDITURES	79,000		80,000	(1,000)	
TOTAL EXPENDITURES	**417,100**	**8.00**	**417,300**	**(200)**	

Table 10
Expenditures by Sub-Appropriation

19-2(e) Selkirk Region	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
TOTAL SALARIES	446,600	11.00	422,600	24,000	
TOTAL OTHER EXPENDITURES	151,800		126,200	25,600	
TOTAL EXPENDITURES	**598,400**	**11.00**	**548,800**	**49,600**	

Community Emergency Response Program

The Community Emergency Response Program is responsible for protecting the lives and homes of northern residents by establishing and maintaining emergency response programs in Northern Affairs communities. The branch assists in the establishment of emergency response teams and coordinates the purchase of approved emergency response operations.

During 1989/90, the branch was involved in the following activities:

- Reviewing community emergency measures operation plans;
- Conducting regional training workshops, fire fighting rodeos, first aid and ambulance training, and emergency operations workshops; and
- Coordinating the training of emergency response teams.

A major goal of the branch is to improve the quality and availability of firefighting capabilities and emergency response programs. This is achieved by providing funding for emergency response operations, coordinating the purchase of approved emergency response equipment, and by having qualified, trained fire fighters in all northern communities.

Technical Services

Technical Services assists in the delivery of capital infrastructure and local services and the transfer of the Preventative Maintenance Program to the communities. Employees provide engineering, design, construction and maintenance skills.

Staff also provide engineering and technical assistance and advice on a day-to-day basis on the development of capital projects in northern communities. This includes planning, design, tendering, construction and ongoing maintenance.

During 1989/90, 33 designs were prepared for water treatment plants, sewage lagoons, fire halls, community halls, garages, administration buildings and roads as well as for additions and extensions to such existing infrastructure. The branch assisted in carrying out 65 capital projects.

At the request of the communities, Technical Services provided additional consultation on 36 projects over and above direct designs.

The activities that continue to involve consultation with the communities and regional offices of Local Government Services are:

- To provide and improve the water and sewer systems in northern remote communities;
- To monitor and assist with the administration of projects as well as provide direction regarding the tendering/ contracting process;

Table 11
Expenditures by Sub-Appropriation

19-2(f) Community Emergency Response Program	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
OTHER EXPENDITURES					
— Main Estimate			19,400		
— Main Estimate Authority from Enabling Vote XXVI			29,200		
TOTAL OTHER EXPENDITURES	48,600	—	48,600	—	
Recoverable from Northern Development Agreement	(48,600)	—	(48,600)	—	
TOTAL EXPENDITURES	—	—	—	—	

- To assist with the purchase of material and equipment relating to community infrastructure in accordance with established standards. Examples are: fire and building, safety codes and regulations; and
- To train local operators of community water and sewer systems.

Preventative Maintenance Program

The primary objective of this program is to assist communities in the maintenance of infrastructure by encouraging and supporting community personnel to become more responsible for the operation and maintenance of local community facilities.

The Preventative Maintenance Officers located in the four regional offices, assist in the identification of training requirements, prepare material and manuals, and schedule and conduct training for public works employees.

During the fiscal year, the following activities took place:

- Assisted councils develop guidelines for the building and repair of community equipment, and maintenance of local infrastructure;
- Assisted councils and their public works employees to develop realistic policies for the provision and upkeep of facilities;
- Developed and distributed public works maintenance manuals to guide employees in their daily routine; and
- Planned, organized and delivered regional workshops which centered around problems peculiar to that region as well as a week-long province-wide training workshop for all public works employees which covered the maintenance of water systems, community equipment and public buildings.

Audit Services

The audit services branch has three main functions. These functions are preparing community audits, special audits and reviews, and providing advice and consultation to departmental management and staff as well as to community staff and elected officials.

Community audits, a legislative requirement under The Northern Affairs Act, are the branch's number one priority. During the 1989/90 fiscal year the audit services branch completed 28 community audits.

The branch completed two special audits in addition to assigning one staff member to work on a special audit of the Northern Affairs Fund under the direction of the Management Services Branch.

Audit Services handled numerous enquiries in the areas of accounting, policy and procedures, and controls from departmental management and staff as well as from community management and staff. In addition, presentations were made by the branch to five regional workshops.

Table 12
Expenditures by Sub-Appropriation

19-2(g) Technical Services	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
TOTAL SALARIES	517,700	15.00	621,300	(103,600)	
TOTAL OTHER EXPENDITURES	104,200		134,200	(30,000)	
TOTAL EXPENDITURES	**621,900**	**15.00**	**755,500**	**(133,600)**	

Table 13
Expenditures by Sub-Appropriation

19-2(h) Audit Services	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
TOTAL SALARIES	154,700	4.00	173,600	(18,900)	
TOTAL OTHER EXPENDITURES	25,000		27,400	(2,400)	
TOTAL EXPENDITURES	**179,700**	**4.00**	**201,000**	**(21,300)**	

Agreements Management and Coordination Division

Brenda Kustra
Assistant Deputy Minister

The division is responsible for the overall management, coordination and administration of the four following program areas:

- Canada/Manitoba Northern Development Agreement;
- Agreements Management and Coordination;
- Special Programs (formerly Canada/Manitoba Special ARDA Agreement); and
- Development Services.

During 1989/90, Special Programs replaced the Special ARDA program, following the completion of financial requirements under the Special ARDA Agreement, which expired March 31, 1989.

The objectives of the division are to:

- Coordinate all provincial departments implementing the three development agreements: Northern Flood Agreement, Northern Development Agreement, and the Special Agricultural Rural Development Agreement;
- Finalize projects under the Northern Development and Special ARDA Agreements;
- Assist communities, organizations, individuals to access government programs designed to provide economic and human development opportunities;
- Review, analyze and recommend appropriate changes to better reflect northern priorities; and
- Act as a resource to northern residents on business ventures by providing information and linkages to funding agencies.

Northern Development Agreement

The Northern Development and Coordination branch is responsible for ensuring the efficient and effective cost-shared coordination of programming in northern Manitoba. This involves the effective management and negotiation support of the Northern Development Agreement (NDA). Specific objectives of the branch are:

- Identify standardized performance and progress indicators for use by all provincially-delivered programming in the North;
- Develop and assist in the development of northern programming strategies and initiatives;
- Manage and administer the financial requirements of the Canada/Manitoba Northern Development Agreement.
- Maximize the benefits to Native residents through the Canada/Manitoba Northern Development Agreement.

Northern Development and Coordination branch also provides coordination of information and analysis of current and potential northern programs and initiatives.

Table 14
Expenditures by Sub-Appropriation

19-3(a) Northern Development Agreement	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
TOTAL SALARIES	174,000	4.00	169,500	4,500	
TOTAL OTHER EXPENDITURES	29,800		35,000	(5,200)	
Payments to other Jurisdictions	133,200		410,900	(277,700)	(1)
TOTAL EXPENDITURES	**337,000**	**4.00**	**615,400**	**(278,400)**	

1. The surplus funds of 277.7 in 19-3A-3 is attributable to reduced federal expenditures on previously cost-shared community feasibility and evaluation programs which resulted in reduced provincial share of these expenditures.

Agreements Management & Coordination

The Agreements Management and Coordination branch is responsible for administering, managing and coordinating the Canada-Manitoba Northern Development, Special ARDA and the Northern Flood agreements.

Branch activities include the liaison with federal and provincial governments on northern development and the provision of development assistance to communities and corporations in planning, project development and training. This section is also responsible for facilitating implementation of Manitoba's obligation under the Northern Flood Agreement as well as negotiating an agreement to resolve outstanding treaty land entitlements and agreements to replace the expiring Northern Development and Special ARDA Agreements.

Northern Flood Agreement

The Northern Flood Agreement branch directs the delivery of required programming to the reserve communities of Nelson House, Cross Lake, Norway House, Split Lake and York Landing in accordance with Manitoba's contractual obligations under the Northern Flood Agreement (NFA). The Agreement, signed in 1977 by Canada, Manitoba, Manitoba Hydro and the Northern Flood Committee Inc. (NFC), was intended to ensure that people adversely affected by hydro projects are treated fairly and equitably.

During 1989/90, the branch's activities included:

- Support to advisory groups including the Wildlife Advisory and Planning Board, the Community Liaison Committee and the Employment Task Force;
- Coordination of Environmental Monitoring Program;
- Coordination of Land Exchange site selection process;
- Coordination of claims resolution (Arbitration) process; and
- Conclusion of claims:
  - — #31 (Norway House Commercial Trapping)
  - — #36 (Nelson House Community Trapline)
  - — #41 (Key Communicators Program Extension)
  - — #97 (Split Lake Commercial Fishing Program Extension)
  - — #103 (Nelson House Commercial Fishing Program Extension).

Comprehensive negotiations undertaken by the four parties to the NFA were continued in 1989/90 under the auspices of the four senior negotiators retained to represent those interests.

Special Programs

Special Programs facilitates the development of small business expertise, creates and maintains employment opportunities and local ownership of commercial enterprises. The branch is also responsible for Corporate Projects.

The Special ARDA Agreement expired on March 31, 1989. While cost-sharing for many projects continued until March 31, 1990, the branch reorganized to reflect an expanded mandate and changed its name to Special Programs.

Special ARDA (Agricultural Rural Development Agreement) assisted native people create new earning and job opportunities by contributing to projects in renewable resource harvesting, and by helping to develop native entrepreneurship and business management skills. The Special ARDA program was aimed at those who needed opportunities to develop management skills to operate and manage business enterprises.

To assist the efforts of residents and communities of northern Manitoba in undertaking business initiatives and local entrepreneurial development, and to implement federal-provincial cost-shared economic development programs, the objectives of the branch are as follows:

Table 15
Expenditures by Sub-Appropriation

19-3(b) Agreements Management & Coordination	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
TOTAL SALARIES	288,300	7.00	278,600	9,700	
TOTAL OTHER EXPENDITURES	74,700		115,800	(41,100)	
Northern Flood Agreement	1,025,900		855,000	170,900	
TOTAL EXPENDITURES	**1,388,900**	**7.00**	**1,249,400**	**139,500**	

- Assist community residents analyze, review and clarify ideas relating to business proposals;
- Assist and direct intensive research into proposed or identified business opportunities;
- Assist applicants assemble, develop and/or prepare appropriate and/or suitable business proposals and operational plans;
- Direct business proposals to appropriate business financing sources;
- Facilitate the implementation process of approved business plans and business proposals; and
- Develop plans and programs for assisting business managers to operate with greater effectiveness and economy.

During 1989/90, Special Programs was involved in the following activities:

- Holding business orientation sessions with community residents;
- Directing or carrying out research and analysis into business development ideas presented by would-be entrepreneurs;
- Conducting business proposal and business operational plan writing seminars;
- Reviewing and assessing business operational plans and proposals before submitting them to the appropriate financing agencies;
- Providing business proposal financial forecasting services to prospective community entrepreneurs;
- Supervising and coordinating the activities and/or the processes involved in setting up or establishing new businesses;
- Operating ongoing specific programs that assist business managers operate their businesses with greater effectiveness and economy;
- Implementing ARDA projects approved prior to the expiry of the agreement March 31, 1989;
- Introducing a program to assist wild rice growers develop markets, introduce new technology, improve yields, establish marketing quality regulations and monitoring production;
- Conducting tests to determine the economic potential of northern lakes to produce wild rice.

During 1989/90, the branch completed the following projects:

- Four new fish stations constructed;
- Six existing fish stations upgraded with refrigeration systems;
- Four newly established co-ops received initial revolving inventory;
- Fifty trapline cabins were upgraded and improved;
- Eight communities received improved communications equipment with their traplines;
- Twenty-five registered traplines were upgraded and extended; and
- Provided training, development and consultation services to new entrepreneurs targeted for Special ARDA funding.

Table 16
Expenditures by Sub-Appropriation

19-3(c) Special Programs	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
SALARIES					
— Main Estimate		4.00	61,500		
— Main Estimate Authority from Enabling Vote XXVI Increase XXV			92,200		
			153,700	(2,100)	
TOTAL SALARIES	151,600				
OTHER EXPENDITURES			400,000		
— Main Estimate			600,100		
— Main Estimate Authority from Enabling Vote XXVI			1,000,100	100,900	
TOTAL OTHER EXPENDITURES	1,101,000				
TOTAL EXPENDITURES	**1,252,600**	**4.00**	**1,153,800**	**98,800**	

Development Services

Development Services administers and delivers community development programs to establish a sound community base in northern communities. It includes three branches: Inter-Regional Services, Corporate Projects and Management Services.

Inter-Regional Services

Inter-Regional Services branch provides services within the Northern Affairs boundary designed to promote further local government development. In consultation with departmental field staff, other departments, and community representatives the branch:

- Assists with land and resource use planning;
- Implements and delivers a recreation program to fulfill the municipal mandate;
- Researches and updates information for Community Profiles publication;
- Administers the northern component of the Manitoba Community Places Program;
- Assists and supports the constable program, the fire program and emergency response program;
- Assists and supports the Preventative Maintenance Program; and
- Provides other services required across regions.

Land Use Planning

The objectives of this program are:

- To implement effective long term community land use policies; and
- To optimize benefits to communities from area resource use.

The fiscal year's activities included:

- Establishing or reestablishing eight community boundaries;
- Producing the background studies in the preparation of a Land Use Policy document for the communities of Cormorant and Norway House;
- Obtaining approval of 14 private subdivision applications;
- Approving for registration eight Crown Land Subdivisions; and
- Continuing liaison with other departments and the communities, regarding resource allocation in their respective areas.

Community Profiles

The purpose of this publication is:

- To provide an overview of the people, services and infrastructure in the 56 communities under the jurisdiction of The Northern Affairs Act; and
- To provide an informative resource book to remote communities, government departments and agencies and to the general public.

The Branch researched and updated data for the 1989 Community Profiles publication.

Manitoba Community Places Program

The branch administers the program within the Northern Affairs boundary.

The program's objectives are:

- To address the special interests of northern and native communities as well as the interest of northern urban communities;
- To maximize the opportunities for northern and native communities to benefit from and participate in programs.

During 1989/90, the Manitoba Community Places Program approved grants totalling $1.2 million in support of 42 projects whose aggregate value is $5.1 million.

Special Projects

In this fiscal year, the branch provided assistance, support and research capabilities to the four regional offices to enhance programming at the local level.

The program objectives are:

- To ensure emergency response capabilities are current, within the department and at the community level;
- To ensure provision of an effective fire protection capability for residents and property in remote communities;
- To design a revised community policing program; and
- To ensure needs of northern residents are identified and addressed in sustainable development initiatives.

Activities undertaken in 1989/90 included:

- Developing Emergency Response Plans for 56 northern and remote communities;
- Developing a Departmental Emergency Response Plan;
- Developing and coordinating a fire fighters seminar in conjunction with appropriate resources;
- Participating in forestry sustainable development strategy by ensuring northern residents were informed of proposed forestry policies and ensuring departmental/community representatives had the opportunity to attend public meetings; and
- Updating departmental policy and procedural manual.

Recreation Program

The program was introduced this year to meet a need for organized recreation in communities as a means of addressing social concerns and improving quality of life.

During 1989/90, in conjunction with the Department of Culture, Heritage and Recreation, a framework for a two-year pilot project was approved. It will see 13 recreation directors placed in remote communities and trained. Culture, Heritage and Recreation provide the funding for this program.

Corporate Projects

With the reorganization, Corporate Projects is now a part of the Special Programs branch.

Corporate Projects provides management, planning and training expertise to the Board of Directors and staff of Crown corporations, Moose Lake Loggers Ltd. and Channel Area Loggers Ltd.

Objectives of the branch are:

- To maximize employment opportunities for area residents;
- To maximize profitability of the enterprises; and
- To train local residents to successfully operate the corporations independently.

Activities undertaken in 1989/90 included:

- Assisting the corporations in the development of financial and sustainable development plans;
- Training the staff and the Board of Directors of both corporations;
- Advising and assisting in securing appropriate training; and
- Assisting in accessing financial support and negotiating market contracts for the company and associated self-employed contractors.

Key results achieved in 1989/90 included:

- Provided annual financial and operational plans for both corporations;
- Completed and implemented management plans for each corporation;
- Conducted ten business training seminars for management and staff of each corporation;
- Negotiated annual market contracts for both corporations; and
- Conducted 12 entrepreneurial development training sessions for Board members of each corporation.

Management Services

Management Services supports departmental executive. Primary areas of responsibility include:

- Estimates Planning;
- Development and maintenance of strategic and operational planning;
- Implementation and maintenance of a management information reporting system within the department and to the central agencies;
- Program evaluations and internal audits within a comprehensive audit framework;
- The processing of Freedom of Information enquiries and related administrative matters; and
- Special assignments as assigned by the executive of the department.

Table 17
Expenditures by Sub-Appropriation

19-3(d) Development Services	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
TOTAL SALARIES	344,800	10.00	375,500	(30,700)	
TOTAL OTHER EXPENDITURES	117,500		128,200	(10,700)	
Corporate Projects – Grants	296,500		250,000	46,500	(1)
TOTAL EXPENDITURES	**758,800**	**10.00**	**753,700**	**5,100**	

1. As it relates to government policy, losses for Crown Corporations are off-set by government support in the year in which they occur. The losses for Moose Lake Loggers are 140.0. Channel Area Loggers were provided with a deficit subsidy of 156.5. The major factor for the losses is attributable to the paper mill rejecting small wood.

In 1989/90 the branch completed:

- The development and implementation of an appropriate departmental Estimates Planning process;
- Two program evaluations and one internal audit within a comprehensive audit framework;
- The design of a Management Information and Reporting Proposal for the department; and
- The disposition of nine FOI enquiries according to Freedom of Information Act statutory and administrative requirements.

Northern Development Agreement-Canada/Manitoba

The Northern Development Agreement-Canada/Manitoba provides appropriate expenditures of ongoing non-capital, cost-shared programs under the Northern Development Agreement delivered by the provincial departments of Agriculture, Education and Training, Family Services and Northern Affairs.

Table 18

Expenditures by Sub-Appropriation

19-4 Northern Development Agreement Canada/Manitoba	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
SALARIES					
— Main Estimate		—	5,221,500		
— Main Estimate Authority from Enabling Vote XXVI			7,832,100		
— Main Estimate Authority from General Salary Increase XXV			39,800		
TOTAL EXPENDITURES	**12,785,300**	**—**	**13,093,400**	**(308,100)**	

Native Affairs Secretariat

The Native Affairs Secretariat is responsible for the development and coordination of Native policies and programs for the department and the provincial government.

The Secretariat's major objectives are:

- To provide research and analysis of existing and planned program and policy initiatives;
- To improve coordination of provincial policy and programming by providing liaison across government departments and through liaison with community organizations;
- To support negotiations with Canada to clarify financial and jurisdictional issues; and
- To negotiate with Native leadership on issues outstanding with the province.

The activities of the Secretariat in 1989/90 included:

- Participating in interdepartmental working groups, consultation and negotiation with other departments and agencies on priority Native issues and projects impacting on Native people and communities;
- Liaison with Native organizations to seek information, advice, and a sense of priority of issues;
- Strategic planning and consultation to develop a Native women's strategy in support of the Manitoba Women's Initiative;
- Negotiation at resolving issues in the areas of gaming, taxation, health, child welfare and education;
- Establishment of first Indian Gaming Commission through an agreement with The Pas Indian Band;
- Strategic planning aimed at the development of an Urban Native Strategy for Manitoba;
- Representing Manitoba in tripartite negotiations with Canada and the Manitoba Metis Federation respecting Metis self-government;
- Funding Native groups and organizations in support of social and economic development; and
- Negotiation with Canada to clarify financial and jurisdictional responsibilities.

Table 19
Expenditures by Sub-Appropriation

19-5 Native Affairs Secretariat	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
TOTAL SALARIES	373,500	10.00	444,200	(70,700)	
TOTAL OTHER EXPENDITURES	149,600		177,600	(28,000)	
Grants	550,000		648,000	(98,000)	
Aboriginal Development Fund	682,500		850,000	(167,500)	(1)
TOTAL EXPENDITURES	**1,755,600**	**10.00**	**2,119,800**	**(364,200)**	

1. The surplus of 167.5 is attributable to not finalizing a development plan with the Native organizations, city and federal governments within Winnipeg to work towards the implementation of an Urban Native Strategy.

Expenditures Related to Capital

The Capital Program provides Northern Affairs communities with funding for community infrastructure while progressively transferring the responsibility of project delivery from the department to the communities.

Applications for capital works projects are made by the community at the same time as they present their annual budgets. Budgets are analyzed and approved by the community representatives and the Departmental Budget Review Committee and then amalgamated into the Departmental Budget for review and approval by Treasury Board and Cabinet.

During 1989/90, $4,874,900 was expended on 117 projects with 68 percent of the projects being delivered by the communities.

Table 20

Expenditures by Sub-Appropriation

19-6(a)(b) Acquisition/Construction of Physical Assets	Actual 1989/90 $	Estimate 1989/90 SY	Estimate 1989/90 $	Variance Over(Under)	Expl. No.
Northern Affairs					
— Main Estimate			1,209,400		
— Main Estimate from Enabling Vote XXVI			1,814,200		
Total Northern Affairs	3,002,300	9.00	3,023,600	(21,300)	
Other Departments					
— Main Estimate			258,000		
— Main Estimate Authority from Enabling Vote XXVI			387,000		
Total Other Departments	532,100		645,000	(112,900)	(1)
Total 19-6(a)	3,534,400		3,668,600	(134,200)	
Acquisition/Construction Other Capital Projects	905,500	—	1,517,800	(612,300)	(2)
Community Access and Resource Roads	435,000		435,000	—	
Total 19-6(b)	1,340,500		1,952,800	(612,300)	
TOTAL EXPENDITURES	**4,874,900**	**9.00**	**5,621,400**	**(746,500)**	

1. Actual costs for crushed gravel contracts were substantially lower than originally estimated resulting in an under-expenditure of 112.9.
2. 600.0 of the 612.3 is due to the postponement of the expansion of the trailer park in Sherridon. The expansion of the trailer park is subject to reopening of a mine in the Sherridon area. Therefore, the project will only proceed when the mining activities are re-activated near Sherridon.

Department of Northern Affairs

Expenditure Summary

for fiscal year ended March 31, 1990 with comparative figures for the previous year

Estimate 1989/90	Appropriation	Actual 1989/90	Actual 1988/89	Increase (Decrease)	Explanation Number
	19-1 Administration and Finance				
$20,600	(a) Minister's Salary	$20,500	$20,600	(100)	
	(b) Executive Support:				
405,300	Salaries	410,600	405,300	5,300	
103,200	Expenditures	133,200	103,200	30,000	
508,500		543,800	508,500	35,300	
	(c) Financial and Administration Services				
436,700	Salaries	434,600	399,700	34,900	
51,500	Expenditures	56,500	48,500	8,000	
488,200		491,100	448,200	42,900	
	(d) Northern Affairs Fund				
62,700	Salaries	62,600	58,200	4,400	
8,000	Expenditures	7,900	8,000	(100)	
70,700		70,500	66,200	4,300	
	(e) Communications				
95,200	Salaries	94,000	88,200	5,800	
37,000	Expenditures	32,000	41,100	(9,100)	
132,200		126,000	129,300	(3,300)	
	(f) Development Fund				
500,000	Communities Economic Development Fund	1,183,600	1,368,800	(185,200)	(1)
1,720,200	**Total 19-1**	**2,435,500**	**2,541,600**	**(106,100)**	

Department of Northern Affairs

Expenditure Summary

for fiscal year ended March 31, 1990 with comparative figures for the previous year

Estimate 1989/90	Appropriation	Actual 1989/90	Actual 1988/89	Increase (Decrease)	Explanation Number
	19-2 Local Government Development				
	(a) Programs and Operational Support				
$219,100	Salaries	$192,900	$170,900	$22,000	
75,000	Expenditures	71,000	63,900	7,100	
3,937,500	Community Operations	3,917,700	3,504,500	413,200	
75,000	General Support Grants	37,900	49,700	(11,800)	
100,000	Community Training	89,200	93,900	(4,700)	
396,300	Regional Services	437,100	393,200	43,900	
851,500	Grants	706,100	849,400	(143,300)	(2)
5,654,400		5,451,900	5,125,500	326,400	
	(b) Thompson Region				
417,000	Salaries	397,900	375,200	22,700	
115,600	Expenditures	116,400	111,600	4,800	
532,600		514,300	486,800	27,500	
	(c) The Pas Region				
230,600	Salaries	177,200	161,000	16,200	
56,000	Expenditures	80,900	53,500	27,400	
286,600		258,100	214,500	43,600	
	(d) Dauphin Region				
337,300	Salaries	338,100	305,200	32,900	
80,000	Expenditures	79,000	82,200	(3,200)	
417,300		417,100	387,400	29,700	
	(e) Selkirk Region				
422,600	Salaries	446,600	418,200	28,400	
126,200	Expenditures	151,800	124,900	26,900	
548,800		598,400	543,100	55,300	

Department of Northern Affairs

Expenditure Summary

for fiscal year ended March 31, 1990 with comparative figures for the previous year

Estimate 1989/90	Appropriation	Actual 1989/90	Actual 1988/89	Increase (Decrease)	Explanation Number
	19-2 Local Government Development (Continued)				
	(f) Northern Development Agreement Canada/Manitoba				
$48,600	Emergency Response Program	$48,600	$48,500	$100	
(48,600)	Recoverable from other Appros.	(48,600)	(48,500)	(100)	
—		—	—	—	
	(g) Technical Services				
621,300	Salaries	517,700	571,400	(53,700)	
134,200	Expenditures	104,200	122,600	(18,400)	
755,500		621,900	694,000	(72,100)	
	(h) Audit Services				
173,600	Salaries	154,700	158,400	(3,700)	
27,400	Expenditures	25,000	24,700	300	
201,000		179,700	183,100	(3,400)	
8,396,200	**Total 19-2**	**8,041,400**	**7,634,400**	**407,000**	

Department of Northern Affairs

Expenditure Summary

for fiscal year ended March 31, 1990 with comparative figures for the previous year

Estimate 1989/90		Appropriation	Actual 1989/90	Actual 1988/89	Increase (Decrease)	Explanation Number
	19-3	**Agreements Management and Coordination**				
		(a) Northern Development Agreement				
$169,500		Salaries	$174,000	$164,900	$9,100	
35,000		Expenditures	29,800	33,700	(3,900)	
410,900		Payments to other Jurisdictions	133,200	410,900	(277,700)	(3)
615,400			337,000	609,500	(272,500)	
		(b) Agreements Management				
278,600		Salaries	288,300	284,100	4,200	
115,800		Expenditures	74,700	81,600	(6,900)	
855,000		Northern Flood Agreement	1,025,900	11,176,700	(10,150,800)	(4)
1,249,400			1,388,900	11,542,400	(10,153,500)	
		(c) Special Programs				
153,700		Salaries	151,600	99,900	51,700	
1,000,100		Expenditures	1,101,000	1,149,900	(48,900)	
1,153,800			1,252,600	1,249,800	2,800	
		(d) Development Services				
375,500		Salaries	344,800	305,800	39,000	
128,200		Expenditures	117,500	64,800	52,700	
250,000		Corporate Projects	296,500	350,000	(53,500)	(5)
753,700			758,800	720,600	38,200	
3,772,300		**Total 19-3**	**3,737,300**	**14,122,300**	**(10,385,000)**	
13,093,400	**19-4**	**Northern Development Agreement**	12,785,300	12,623,800	161,500	
13,093,400		**Total 19-4**	**12,785,300**	**12,623,800**	**161,500**	

Department of Northern Affairs

Expenditure Summary

for fiscal year ended March 31, 1990 with comparative figures for the previous year

Estimate 1989/90	Appropriation	Actual 1989/90	Actual 1988/89	Increase (Decrease)	Explanation Number
	19-5 Native Affairs Secretariat				
$444,200	Salaries	$373,500	$336,200	$37,300	
177,600	Expenditures	149,600	117,100	32,500	
648,000	Grants	550,000	513,500	36,500	
850,000	Aboriginal Development Fund	682,500	640,000	42,500	
2,119,800	**Total 19-5**	**1,755,600**	**1,606,800**	**148,800**	

Department of Northern Affairs

Expenditure Summary

for fiscal year ended March 31, 1990 with comparative figures for the previous year

Estimate 1989/90	Appropriation	Actual 1989/90	Actual 1988/89	Increase (Decrease)	Explanation Number
	19-6 Expenditures Related to Capital				
	(a) Acquisition/Construction of Physical Assets				
$3,023,600	Northern Affairs	$3,002,300	$2,936,200	$66,100	
645,000	Other Departments	532,100	593,700	(61,600)	
3,668,600		3,534,400	3,529,900	4,500	
	(b) Acquisition/Construction of Physical Assets				
1,517,800	Other Capital Projects	905,500	839,800	65,700	
	Community Access and				
435,000	Resource Roads	435,000	548,200	(113,200)	
1,952,800		1,340,500	1,388,000	(47,500)	
5,621,400	**Total 19-6**	**4,874,900**	**4,917,900**	**(43,000)**	
34,723,300	**TOTAL EXPENDITURES**	**33,629,900**	**43,431,900**	**(9,802,000)**	

Explanations:

1. The losses for C.E.D.F. as of March 31st, 1990 are less than the previous year by $185.2 due to a reduction in the bad debts in loans to small organizations.
2. The dissolution of the Limestone Aboriginal Partnership Directorate Board in the third quarter of the fiscal year generated surplus funds as their fourth quarter funding to the Board was not required. Thus the expenditures for this program are $143.3 less than in the previous year.
3. The decrease in expenditures by $277.7 in 19–3A-3 is attributable to reduced federal expenditures on previously cost-shared community, feasibility and evaluation programs which resulted in reduced provincial share of these expenditures.
4. The Northern Flood expenditures in 1988/89 were $11,176.7, of which $10,000.0 was advanced to the Northern Flood Committee as a contribution towards a global settlement on all claims under the Northern Flood Agreement. In 1989/90 no such expenditures were incurred.
5. Due to Moose Lake Loggers receiving revenue for accommodation of fire fighters involved in the 1989 fire, the required level of funding to offset the corporation's losses in 1989/90 was reduced.

Department of Northern Affairs

Expenditure Summary by Main Appropriation

for fiscal year ended March 31, 1990 with comparative figures for the previous year

Estimate 1989/90		Appropriation	Actual 1989/90	Actual 1988/89	Increase (Decrease)	Explanation Number
$1,720,200	19-1	Administration and Finance	$2,435,500	$2,541,600	(106,100)	
8,396,200	19-2	Local Government Develcpment	8,041,400	7,634,400	407,000	
3,772,300	19-3	Agreements Management and Coordination	3,737,300	14,122,300	(10,385,000)	(1)
13,093,400	19-4	Northern Development Agreement	12,785,300	12,623,800	161,500	
2,119,800	19-5	Native Affairs Secretariat	1,755,600	1,606,800	148,800	
5,621,400	19-6	Expenditures Related to Captial	4,874,900	4,917,900	(43,000)	
34,723,300		**Total**	**33,630,000**	**43,446,800**	**(9,816,000)**	

Explanations:

1. The reduction of $277.7 in 19-3A-3 is attributable to reduced federal expenditures on previously cost-shared community feasibility and evaluation programs due to the winding-down of Northern Development Agreement. The increased expenditure of $10,000,000.00 was due to an advance to five bands under the Northern Flood Agreement to resolve outstanding claims.

Department of Northern Affairs

Revenue Summary by Source

for the year ended March 31, 1990 with comparative figures for the previous fiscal year

Actual 1988-1989	Actual 1989-1990	Increase (Decrease)	Source	1989-1990 Actual	1989-1990 Estimate	Variance	Expl. Number
			CURRENT OPERATING PROGRAMS				
			Sundry				
$58,100	$62,700	(4,600)	Rental/Contracts	$62,700	$69,400	(6,700)	
127,600	111,800	15,800	Recoveries from Community Councils	111,800	70,600	41,200	
69,600	88,100	(18,500)	Property Tax/Unorganized	88,100	110,000	(21,900)	
255,300	262,600	(7,300)		262,600	250,000	12,600	
			Government of Canada				
6,696,500	4,936,500	1,760,000	Northern Development	4,936,500	5,128,800	(192,300)	(1)
875,800	849,200	26,600	Special ARDA	849,200	750,100	99,100	
17,700	20,900	(3,200)	Northern Flood	20,900	20,000	900	
7,590,000	5,806,600	1,783,400		5,806,600	5,898,900	(92,300)	
			Revenue Related to Capital				
—	79,800	(79,800)	Sundry	79,800	696,100	(616,300)	(2)
1,514,400	94,300	1,420,100	Government of Canada Northern Development Agreement	94,300	70,800	23,500	
1,514,400	174,100	1,340,300		174,100	766,900	(592,800)	(1)
9,359,700	**6,243,300**	**3,116,400**	**TOTAL DEPARTMENT**	**6,243,300**	**6,915,800**	**(672,500)**	

Explanatory Comments Regarding Revenue Increases (Decreases) and Variances:

1. Due to the termination of the Northern Development Agreement on March 31, 1989, the revenue generated in 1989/90 represents the balance of funds claimable under the agreement which reduces the revenues significantly when compared to the previous year.
2. The revenues were conditional on the establishment of an agreement with the mining company to expand the services in the community. As this arrangement was not finalized in the fiscal year, no revenues or expenditures were incurred.

Department of Northern Affairs

Five Year Expenditure and Staffing Summary by Appropriation ($000)

for years ending March 31, 1986 - March 31, 1990

	Actual/Adjusted Expenditures									
	1985-86		1986-87		1987-88		1988-89		1989-90	
	SY	$	SY	$	SY	$	SY	$	SY	$
Administration & Finance	25.00	854.6	31.00	918.5	29.00	1,947.6	29.00	2,526.7	29.00	2,435.4
Local Government Development	66.00	7,060.3	61.00	7,004.4	60.00	7,367.8	60.00	7,634.4	61.00	8,041.4
Agreements Management & Coordination	27.00	3,533.8	24.00	2,890.6	25.00	4,904.4	25.00	14,122.3	25.00	3,737.3
Northern Development Agreement	—	11,402.2	—	11,497.7	—	12,713.3	—	12,623.8	—	12,785.3
Native Affairs Secretariat					10.00	1,705.5	10.00	1,606.8	10.00	1,755.7
Acquisition/Construction	25.00	7,849,5	24.00	5,386.5	14.00	4,872.9	14.00	4,917.9	9.00	4,874.9
TOTAL EXPENDITURE	143.00	30,700.4	140.00	27,697.7	138.00	33,511.5	138.00	43,431.9	134.00	33,630.0

Exhibit A

The Northern Affairs Fund

Specific Purpose Funds Account

Statement of Transactions
for the year ended March 31, 1990

	Balance March 31, 1989	Current Transactions Revenue	Current Transactions Expenditure	Balance March 31, 1990
Department of Northern Affairs				
Community Council Funds (Note 4)	$ 53,877	$ 7,676,238	$ 7,481,173	$ 248,942
Accountable Advances	—	32,260	32,260	—
Departmental Revenues, Transfer Payments	32	437,566	437,598	—
Department of Culture, Heritage and Recreation				
Manitoba Community Places Program	220,945	1,350,000	1,604,623	(33,678)
Remote Community Recreation Fund	179,195	141,747	169,635	151,307
Department of Rural Development				
Provincial-Municipal Tax Sharing Payments	—	1,835,469	1,835,469	—
Department of Family Services				
Youth Corps Project	—	50,046	50,046	—
Manitoba Health Services Commission				
Ambulance Grant	1,428	28,601	24,100	5,929
Cottage Subdivision Funds				
Self Generated	90,595	71,330	68,181	93,744
Department of Natural Resources Grant	50,000	99,115	99,115	50,000
Department of Northern Affairs	—	16,000	16,000	—
Balance of Specific Purpose Funds, Exhibit A	$ 596,072	$ 11,738,372	$ 11,818,200	$ 516,244

Exhibit B

The Northern Affairs Fund

Taxation Account

Statement of Revenue and Expenditure
For the year ended March 31, 1990
(with 1989 figures for comparison

	1990	1989
Revenue:		
Taxation Levies	$ 939,506	$ 926,827
Grants in Lieu of Taxes (Note 5)	720,982	686,677
Taxes Added	4,041	11,494
Grants in Lieu of Taxes Added (Note 5)	14,817	6,525
Tax Penalties	73,808	71,232
Rentals Hay and Grazing	69,727	65,616
Other	870	365
	1,823,751	1,768,736
Expenditure:		
Schools — The Public Schools Finance Board, Support to Education	975,278	933,548
— Special Levy	420,082	405,006
Community Councils for Local Services	215,918	132,481
	1,611,278	1,471,035
Taxation Account Administration:		
Department of Rural Development Services Charge	60,056	54,743
Other	18,972	10,278
	1,690,306	1,536,056
Revenue Over Expenditure Before Allowance for Tax Assets	133,445	232,680
Transfer of Budgeted Levy to Allowance for Tax Assets, Exhibit D	90,524	97,820
Revenue Over Expenditure, Exhibit E	$ 42,921	$ 134,860